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A STUDY OF GREEN HRM PRACTICES IN MANUFACTURING COMPANIES IN PERLIS



By

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Thesis Submitted to

Othman Yeop Abdullah Graduate School of Business,

Universiti Utara Malaysia,

**in Partial Fulfillment of the Requirement for the Degree of Master of Human Resource
Management**



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ABSTRACT

The main objective of the study is to find out the green HRM practices in manufacturing companies in Perlis. Specifically, the study examines the relationship between green working environment, employee awareness and green HRM practices. A survey was conducted to collect data from the respondents by using questionnaire. The researcher used convenience sampling for selecting respondents from five manufacturing companies in Perlis. Statistical Packages for Social Science (SPSS) version 22.0 was used to analyze the data. A total of 150 questionnaires were distributed and 123 questionnaires were successfully collected from the respective respondents. The results showed that employee awareness was significantly related to green HRM practices. Therefore, the management or organization should provide training programs or courses for employees especially regarding environmental issues to enhance the awareness towards green HRM practices.

Keywords: Green HRM practices, green working environment, employee awareness

ABSTRAK

Tujuan utama kajian ini adalah untuk mengetahui kepentingan amalan-amalan HRM hijau di beberapa buah syarikat dalam sektor perkilangan di negeri Perlis. Secara khususnya, kajian ini adalah untuk mengkaji hubungan antara persekitaran hijau di tempat kerja, kesedaran pekerja dan amalan HRM hijau. Soal selidik telah dijalankan untuk mengumpul data daripada responden dengan menggunakan soal selidik.. Penyelidik menggunakan kemudahan sampling untuk memilih responden daripada lima buah syarikat perkilangan di Perlis. Pakej Statistik untuk Sains Sosial (SPSS) versi 22.0 digunakan untuk menganalisis data. Sebanyak 150 soal selidik telah diedarkan dan 123 soal selidik telah berjaya dikumpulkan dari responden tersebut. Keputusan menunjukkan bahawa kesedaran pekerja mempunyai hubungan rapat dengan amalan HRM hijau. Oleh itu, pihak pengurusan atau organisasi perlu menyediakan program latihan atau kursus untuk pekerja terutamanya mengenai isu alam sekitar untuk meningkatkan kesedaran terhadap amalan HRM hijau.

Kata Kunci: Amalan HRM hijau, Persekitaran hijau di tempat kerja, Kesedaran pekerja.

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter presents background of the study, problem statement, research questions and research objectives, significance of the study, scope of study, definition of key terms, and also the organization of the thesis.

1.2 Background of the Study

We cannot deny that the corporate world is changing very fast from the perspective of a business oriented financial perspective to a very competency and challenging based and green economy. The responsibility of corporate has expanded to go green as the world is moving very fast towards green economy phase (Parul, 2015). According to Professor David Uzzell from the University of Survey, he said that, “Organizations are now realizing that taking their environmental impact seriously is beneficial not just for the environment but for business too. It can lead to a reduction in costs, a more satisfied workforce and a more pleasant working environment” (IJIRMF Vol:3 Issue:5). Means that green concept is not just focusing on the environmental issues but give a big impact to the organization simultaneously. This concept became popular because it does not simply work on the environment sustainability but also benefits the individuals, the organization, the economy, society and the environment in a broader prospect.

Nowadays, competitive scenario makes Green Human Resource Management Practices becomes a new concept and also trending. Because of the development of

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Appendix 1: Sample of Questionnaire



UNIVERSITI UTARA MALAYSIA

Dear Respondents,

I am Master of Human Resource Management student of Universiti Utara Malaysia and conducting a survey entitled: A Study of Green Human Resource Practices in Manufacturing Companies in Perlis to fulfill the Master's requirement of the university.

I understand that your time is valuable and many daily tasks and demands are made upon it by your heavy workload. However, your participation in answering this survey, which will require only about 10 to 15 minutes of your time, is vital and important to the success of this study. For your information, all answers provided in this questionnaire will be confidential for my present study Purposes only. No information pertaining to individuals to any third person or organization will be divulged. The information obtained in this study will be used for academic purposes only.

If you have any queries regarding this research please do not hesitate to contact me at runismar_razali@oyagsb.uum.edu.my or call me at 011-21464979. Thank you very much for your cooperation. Your participation is greatly appreciated.

Sincerely,

RUNISMAR RAZALI

MSc of Human Resource Management Student

QUESTIONNAIRE (BORANG SOAL SELIDIK)

ARAHAN: Bahagian ini menyoal mengenai maklumat diri dan pekerjaan anda. Sila **TANDAKAN** ✓ jawapan anda di petak yang berkenaan.

1) Gender

[1] Male ☐

[2] Female ☐

2) Age

[1] Below 25 ☐

[2] 25 - 40 ☐

[3] 41 - 55 tahun ☐

[4] More than 55 ☐

3) Length of services

[1] Less than 5 years ☐

[2] 6 - 10 years ☐

[3] 11 - 15 years ☐

[4] 16 - 20 year ☐

[5] 20 - 25 years ☐

[6] More than 20 year ☐

Petunjuk Skala :

Sangat tidak setuju (Extremely not agree)	Tidak setuju (Not agree)	Setuju (Agree)	Agak Setuju (Quit Agree)	Sangat setuju (Extremely Agree)
1	2	3	4	5

(A) Green Working Environment

- Do your organization implement Green Human Resource Initiatives?

1.	Provide a very comfortable and relaxed space for employee to break or have their lunch.	1	2	3	4	5
2.	Encourage employee to work in an environmentally friendly.	1	2	3	4	5
3.	Organization following a formal or informal environmental responsibility policy.	1	2	3	4	5
4.	Organization allows its employee to work at home or telecommuting.	1	2	3	4	5

5.	Employee are encouraged by the management to participate in green suggestion scheme regarding green HR issues.	1	2	3	4	5
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(B) EMPLOYEE AWARENESS

- Do you aware about the Green Human Resources Activities?

11.	I am aware regarding green HR practices	1	2	3	4	5
12.	Management offering recycling programs for office products.	1	2	3	4	5
13.	Job description and the corporate website of the company supports green agenda.	1	2	3	4	5
14.	Energy efficient lighting systems and equipment were used by the management for energy conservation.	1	2	3	4	5
15.	Automatic shut off is used for equipment by the management for energy conservation.	1	2	3	4	5
16.	Organization have green teams to educate employees regarding green issues.	1	2	3	4	5

(C)EMPLOYEE'S PERCEPTION

- Do you think there are some barriers for implementing green HRM in your organization?

17.	Lack of support by management	1	2	3	4	5
18.	Lack of support by employees.	1	2	3	4	5

19.	High cost of maintaining programs.	1	2	3	4	5
20.	High cost to implementing programs.	1	2	3	4	5
21.	Encourage double-sided photocopies.	1	2	3	4	5
22.	Management encourages reduction in carbon footprints.	1	2	3	4	5

D) GREEN HUMAN RESOURCE PRACTICES

-Do your organization practices green HRM?

23.	Management provide e-performance management system for measuring employee's environmental performance.	1	2	3	4	5
24.	Organization advertise job vacancies through websites.	1	2	3	4	5
25.	Organization conducting online training program regarding green environment.	1	2	3	4	5
26.	Provide green rewards or incentives.	1	2	3	4	5
27.	Organization following recycling programs.	1	2	3	4	5

THANK YOU.

Appendix 2: SPSS Analysis Results for Demographic Profile

Frequencies

Statistics				
		Gender	Age	Length of services
N	Valid	123	123	123
	Missing	0	0	0

Frequency Table

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	73	59.3	59.3	59.3
	Female	50	40.7	40.7	100.0
	Total	123	100.0	100.0	

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25	13	10.6	10.6	10.6
	25-40	97	78.9	78.9	89.4
	41-50	8	6.5	6.5	95.9
	More than 50	5	4.1	4.1	100.0
	Total	123	100.0	100.0	

Length of services					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	5	4.1	4.1	4.1
	6-10 years	2	1.6	1.6	5.7
	11-15 years	20	16.3	16.3	22.0
	16-20 years	59	48.0	48.0	69.9
	21-25 years	32	26.0	26.0	95.9
	More than 20 year	5	4.1	4.1	100.0
	Total	123	100.0	100.0	

Appendix 3: SPSS Analysis Results for All Variables

Reliability

A: Green Working Environment

Case Processing Summary

		N	%
Cases	Valid	123	100.0
	Excluded ^a	0	.0
	Total	123	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.947	5

Item Statistics

	Mean	Std. Deviation	N
Provide a very comfortable and relaxed space for employee to break or have their lunch.	3.52	.899	123
Encourage employee to work in an environmentally friendly.	3.44	.985	123
Organization following a formal or informal environmental responsibility policy.	3.54	.943	123
Organization allows its employee to work at home or telecommuting.	3.46	.978	123

Employee are encouraged by the management to participate in green suggestion scheme regarding green HR issues.	3.50	.900	123
--	------	------	-----

B: Employee Awareness

Case Processing Summary

	N	%
Cases Valid	123	100.0
Excluded ^a	0	.0
Total	123	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.928	6

Item Statistics

	Mean	Std. Deviation	N
Do you aware regarding green HR practices?	3.39	.955	123
Management offering recycling programs for office products.	3.53	.926	123
Job description and the corporate website of the company supports green agenda.	3.52	.872	123
Energy efficient lighting systems and equipment were used by the management for energy conservation.	3.25	1.021	123

Automatic shut off is used for equipment by the management for energy conservation.	3.75	.865	123
Organization have green teams to educate employees regarding green issues.	3.50	.978	123

C : Employees Perception

Case Processing Summary

		N	%
Cases	Valid	123	100.0
	Excluded ^a	0	.0
	Total	123	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.870	6

Item Statistics

	Mean	Std. Deviation	N
Lack of support by management	3.66	.798	123
Lack of support by employees.	3.48	.917	123
High cost of maintaining programs.	3.57	.800	123
High cost to implementing programs.	3.61	.920	123
Encourage double-sided photocopies.	3.59	.957	123

Management encourages reduction in carbon footprints.	3.63	.943	123
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D: Green HRM Practices

Case Processing Summary

		N	%
Cases	Valid	123	100.0
	Excluded ^a	0	.0
	Total	123	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.862	5

Item Statistics

	Mean	Std. Deviation	N
Management provide e-performance management system for measuring employee's environmental performance.	3.63	.814	123
Organization advertise job vacancies through websites.	3.56	.925	123
Organization conducting online training program regarding green environment.	3.70	.799	123
Provide green rewards or incentives.	3.54	.889	123
Organization following recycling programs.	3.42	.914	123

Appendix 4: Pearson Correlation Analysis Results

Descriptive

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Gender	123	1	2	1.41	.493
Age	123	1	4	2.04	.578
Length of services	123	1	6	4.02	1.012
Green_Working_Environment	123	1.20	5.00	3.4943	.85520
Employee_Awareness	123	1.67	5.00	3.4905	.80422
Employees_Perception	123	1.50	5.00	3.5908	.69386
Green_HRM_Prectices	123	2.00	5.00	3.5707	.69786
Valid N (listwise)	123				

Correlation

Correlations

		Green_Working_Environment	Employee_Awareness	Employees_Perception	Green_HRM_Prectices
Green_Working_Environment	Pearson Correlation	1	.772**	.564**	.590**
	Sig. (2-tailed)		.000	.000	.000
	N	123	123	123	123
Employee_Awareness	Pearson Correlation	.772**	1	.629**	.668**
	Sig. (2-tailed)	.000		.000	.000
	N	123	123	123	123
Employees_Perception	Pearson Correlation	.564**	.629**	1	.798**
	Sig. (2-tailed)	.000	.000		.000
	N	123	123	123	123
Green_HRM_Prectices	Pearson Correlation	.590**	.668**	.798**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	123	123	123	123

** . Correlation is significant at the 0.01 level (2-tailed).

Appendix 5: Multiple Regression Analysis Results

Regression

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.827 ^a	.684	.677	.39692	1.854

a. Predictors: (Constant), Employees_Perception, Green_Working_Environment, Employee_Awareness

b. Dependent Variable: Green_HRM_Prectices

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.461	.197		2.336	.021		
	Green_Working_Environment	.051	.067	.063	.769	.443	.394	2.536
	Employee_Awareness	.201	.076	.231	2.654	.009	.350	2.859
	Employees_Perception	.621	.067	.617	9.205	.000	.589	1.697

a. Dependent Variable: Green_HRM_Prectices